

412th Test Wing

“Warriors Committed to Readiness and Quality Support”



U.S. AIR FORCE

Manage Business Reengineering

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412 TW/RMP**

Integrity - Service - Excellence



Informational Brief



412 TW

Overview

Charter

Manpower/ Personnel

SWOT

Ideas

Funding

SWOT

Ideas

Summary

- **Charter**
- **Process Resources**
- **Hi-level Improvement Ideas by Process**
 - **Manpower/Personnel Related**
 - **Manage Manpower & Resources**
 - **Manpower/Personnel Actions**
 - **Funding Related**
 - **PPBES**
 - **URs**
 - **Rate Development**
 - **Workload Forecast**
 - **Analyze Process Metrics**
- **What Next?**



Charter



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- **Valued Outcome:** The primary objective is to reengineer the process by which the business of T&E is managed to **provide the right business information to the 412th Test Wing, Air Force Flight Test Center, and Higher Headquarters... On Time, Every Time.**
- **Scope:** The scope of this project is to define and improve the current processes for 1.) Planning, Programming, Budgeting and Execution System, 2.) Managing unfunded requirements, 3.) Developing products and services, 4.) Managing manpower and resources, 5.) Managing personnel actions, 6.) Analyzing workload and capacity, and 7.) Analyzing process metrics. As each process is understood, the Manage Business Reengineering team will make recommendations on how it could be changed to improve the way the Test Wing manages its business.



As-Is SWOT

(Manpower/Personnel)



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Summary

- **Strengths:**
 - **Effective - Automated process**
 - **Flexible - changes made promptly**
 - **Mission oriented attitude of people makes system work**
- **Weaknesses:**
 - **Automation breakdown/slowness**
 - **Numerous information hand-offs**
 - **Unclear Roles & Responsibilities**
 - **Lack of proper training - paperwork not accurate/rework**
 - **Manpower/personnel databases not linked**
 - **No insight into support contract manpower**



As-Is SWOT

(Manpower/Personnel)



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Summary

- **Opportunities:**
 - **Establish organizational specialist**
 - **Reduce workload**
 - **Develop meaningful MOPs**
 - **Access to PRD library**
 - **Centralize interview questions/crediting plans**
- **Threats:**
 - **Critical mission shortages**
 - **Burnout/low morale**



Manpower/Personnel Actions



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Summary

- **Process Improvement Goals:**
 - **Reduce Workload of Supervisors**
 - **Improve Timeliness of Process**
 - **Improve Quality of Outcome**



To-Be Ideas

(Manpower/Personnel Processes)

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Summary

- **How**
 - **Who/Where**
 - **Use expert/specialist concept**
 - Expert interfaces with CPF/Randolph/Candidate
 - Fewer Supervisor Tasks
 - Minimize handoffs
 - **Centralize/decentralize RMH personnel**
 - **When**
 - **Change some serial steps to parallel**
 - **Measures of Performance**
 - **Cycle Time (include security clearance)**
 - **Quality (success of fill to requirement)**



Personnel Fill Action Comparison



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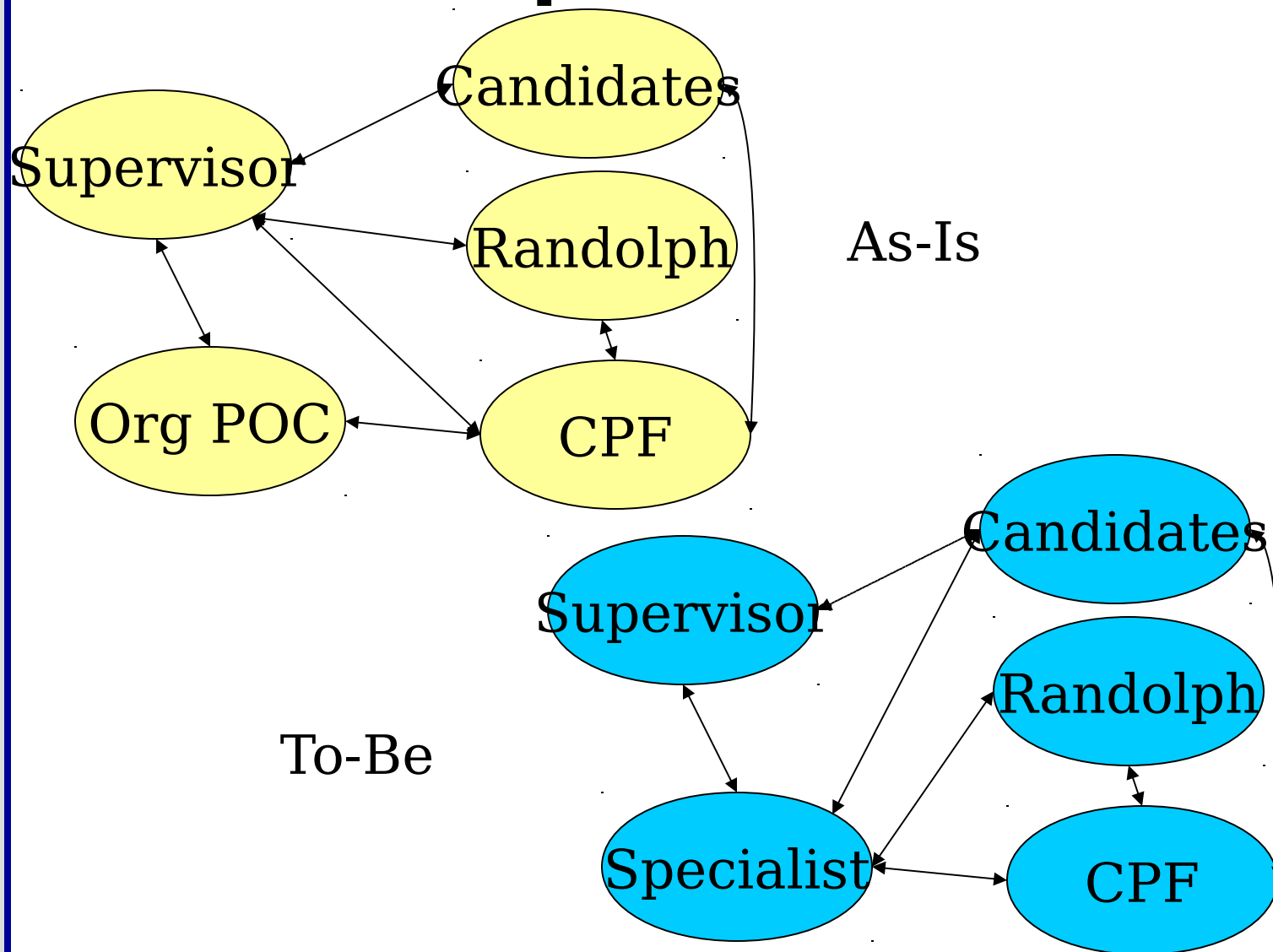
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As-Is SWOT

(Funding Related Processes)



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Summary

- **Strengths:**
 - Hard-working dedicated personnel
- **Weaknesses:**
 - Poor Process Documentation/Training/Understanding
 - Does Not Capture across Funding Streams (I&M)
 - Not Strategy Driven
- **Opportunities:**
 - Tie Budget/URs to Strategy
 - Document Process/Business Rules/Roles & Responsibilities
 - Single Common Budget Database
- **Threats:**
 - Turnover within Leadership and Team
 - Loss of Focus on Transformation
 - Funding and Time



To-Be Ideas



(Funding Related Processes)

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Summary

- **Goals: Repeatable, measurable, timely, tied to strategy**
- **Document the Processes**
 - **TW Common w/ 2-letter detail**
 - **Define Roles & Responsibilities**
 - **Capture all funding sources (include I&M)**
 - **Train (initial and recurring)**
 - understanding of DBA/RBA interaction
 - **Tie to strategy (roadmap)**
 - **Develop MOPs**
- **Manage as Projects**
 - **POM**
 - **Annual Budget, Rates, Workload Forecast**
 - **UR**



To-Be Ideas



(Funding Related Processes)

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Summary

- **Centralized Budget Database**
 - Roll up & drill down capability
 - Manage resources at the highest level for optimal flexibility (Civ Pay)
- **Create Business Development Path**
 - Rotational Job Assignments, Internship
- **Improve Rate Stability**
 - Understand Products & Services
 - Regroup Resources
 - Fixed & Variable



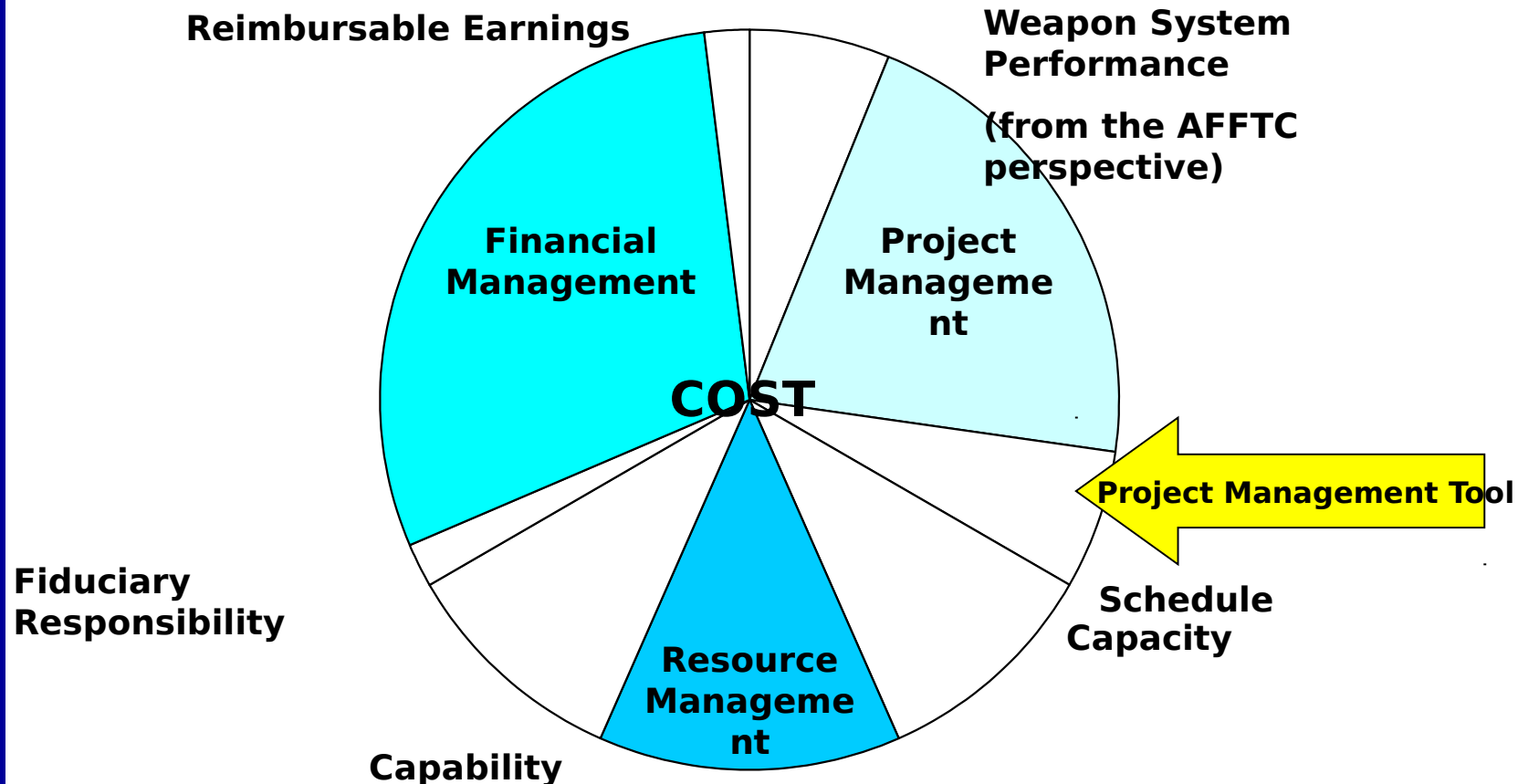
To-Be Ideas



(Funding Related Processes)

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Resolve The “AFFTC Business” Puzzle



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- Summary



Cost Management Effort



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Summary

- **Theory of Constraints based effort to surface core conflicts that drive negative behaviors in today's business system.**

- **Funding Conflict**
- **Cost Allocation Conflict**
- **Local/Global Resource Conflict**
- **Work Release Conflict**
- **Workaround Conflict**



Measures of Performance Effort



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Summary

- **Upcoming AFMC/DP lead**
- **Deliverables:**
 - **Performance Management Architecture**
 - **T&E performance score card**
 - **Performance planning guide**
 - **Performance Assessment Toolkit**
 - **Transition Plan and Schedule**
- **Insure AFFTC input to AFMC end state development**
- **Insure AFFTC alignment with AFMC end state**



Where do we go next?



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Summary

- **Cost Management Effort**
- **Measures of Performance Effort**
- **Document New Processes**
 - **Identify**
 - **Performance Measures**
 - **Human Resource Requirements**
 - **IT Requirements**